Interim Progress Report

On DoD Directive 3000.05
Military Support for Stability, Security, Transition, and Reconstruction Operations (SSTRO)

Office of the Under Secretary of Defense for Policy

Washington DC

September 2006

The overall classification of this briefing is: UNCLASSIFIED

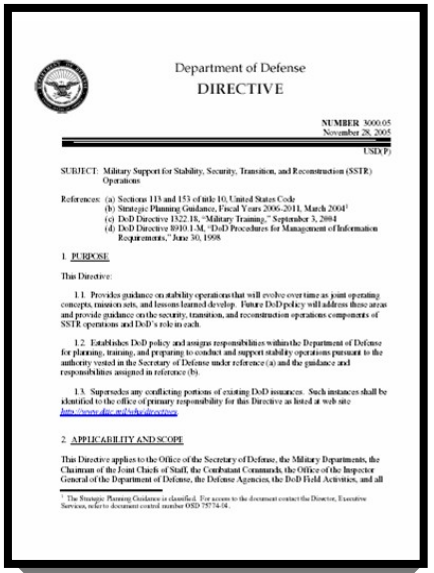
(DELIBERATIVE DOCUMENT: For discussion purposes only. Draft working papers. Not subject to FOIA release)

POLICY

DoD Directive 3000.05 Summary

The Directive tasks DoD to:

- "It is DoD policy that: 4.1. Stability operations are a **core U.S. military mission** that [DoD] shall be prepared to conduct and support. They shall be given **priority comparable to combat operations** and shall be explicitly addressed and integrated across all DoD activities including doctrine, organizations, training, **education,** exercises, material, leadership, personnel, facilities, and planning."
- Involve U.S. Departments and Agencies, international organizations, non-governmental organizations, and private sector entities in DoD planning, training, and exercises.
- 5.1.8. "Create a stability operations center to coordinate stability operations **research**, **education** and training, and **lessons learned**.



Department of Defense
DIRECTIVE

NUMBER 3000.05
November 28, 2005
USD(P)

SUBJECT: Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations

References: (a) Sections 113 and 153 of title 10, United States Code
(b) Strategic Planning Guidance, Fiscal Years 2006-2011, March 2004[1]
(c) DoD Directive 1322.18, "Military Training," September 3, 2004
(d) DoD Directive 8910.1-M, "DoD Procedures for Management of Information Requirements," June 30, 1998

1. PURPOSE

This Directive:

1.1. Provides guidance on stability operations that will evolve over time as joint operating concepts, mission sets, and lessons learned develop. Future DoD policy will address these areas and provide guidance on the security, transition, and reconstruction operations components of SSTR operations and DoD's role in each.

1.2. Establishes DoD policy and assigns responsibilities within the Department of Defense for planning, training, and preparing to conduct and support stability operations pursuant to the authority vested in the Secretary of Defense under reference (a) and the guidance and responsibilities assigned in reference (b).

1.3. Supersedes any conflicting portions of existing DoD issuances. Such instances shall be identified to the office of primary responsibility for this Directive as listed at web site http://www.dtic.mil/whs/directives

2. APPLICABILITY AND SCOPE

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all

[1] The Strategic Planning Guidance is classified. For access to the document contact the Director, Executive Services, refer to document control number OSD 75774-04.

"[Stability Ops] shall be given priority comparable to combat operations…."

DoDD 3000.05 provides a framework for bolstering military and civilian stability operations capabilities.

POLICY

Bottom Line Assessment

- **(U) DoD components have made progress, but efforts have been uneven, ad hoc, and incomplete. The Department has a long road to institutionalizing stability operations capabilities.**

- **(U) DoD accomplishments stand out in *doctrine, training, education, and experimentation*; but substantial work remains to institutionalize initiatives and best practices across DoD.**

- **(U) Severe DoD shortcomings persist in its *overall stability operations capacity,* and in its *planning, information sharing, and intelligence capabilities*.**

- **(U) Despite persistent efforts by DoD to encourage non-military capacity building, non-military USG departments and agencies have made little progress to increase their capabilities and capacity -- leaving a huge gap in essential skills and resources for years, if not decades, to come.**

Center for Complex Operations (CCO)

"SSTR & IW Hub" Implementation
27 Sept 2006

POLICY

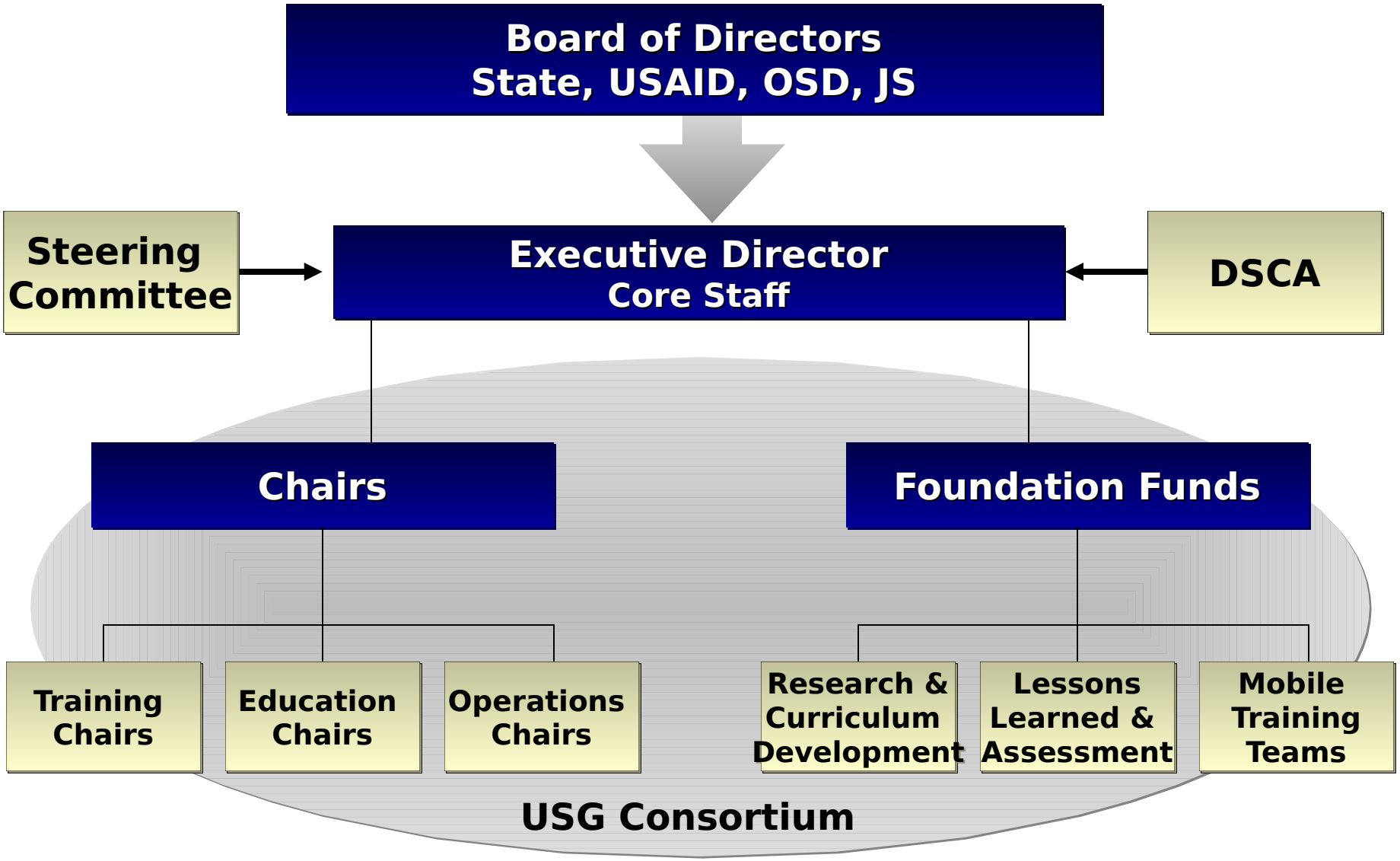
Proposal

- **DoD, State, and USAID jointly establish an interagency Center to:**
  - Integrate existing training, education, research, and lessons learned efforts throughout a Stab Ops and IW consortium.
  - Better prepare civilian and military members for integrated interagency operations—both in DC and in the field.
  - Build international partner capacity for stability operations.
- **The Center will execute its mission through:**
  - Program support funding – "Foundation Funds"
  - Strategically placed experts – "Chairs"

The *Center for Complex Operations* name would encompass Stab Ops, IW, and related mission sets.

POLICY

Governance Structure



POLICY

POCs

- **Richard A. Lacquement Jr., COL, USA**

  Strategist, U.S. Army
  Office of the Deputy Assistant Secretary of Defense for Stability Operations
  2500 Defense Pentagon (5D435)
  Washington DC 20301-2500
  Office: (703) 697-3915
  DSN 227-3915
  Blackberry: (703) 606-5217
  NIPR: richard.lacquement@osd.mil

- **Lt Col Gregg Hermsmeyer, Lt Col, USAF**

  OSD Stability Operations
  Office: (703) 697-3514
  DSN: 227-3514
  Blackberry: 703-901-7731
  NIPR: gregory.hermsmeyer@osd.mil